

SECTION IX. RECREATION

A. INTRODUCTION

The Recreation Section consists of a review of existing parks and recreation facilities in the City, an analysis of current need for and deficiencies in these parks and facilities, as well as the need for additional parks and facilities to serve future increases in the population in the City anticipated by this Master Plan. The City has not had an officially adopted Recreation Section of a Master Plan since the early 1970's. Recreation goals are articulated to guide this update, and a classification system is established for the various types of parks and recreational facilities to provide an organizational structure for evaluating the current and future needs on a citywide basis as well as within the six Village/Master Plan Districts. Policies are set forth to guide the planning, development, operation, and maintenance of the parks and recreational facilities. Recommendations are made for providing the land and facilities needed to meet current and future recreational demands of Concord residents.

For the purposes of this Master Plan, the focus of the Recreation Section is on the park and recreational facilities within or immediately adjacent to the Urban Growth Boundary wherein more than 90% of the citizenry reside and will continue to do so. Some City facilities, such as Lehtinen Park, are called "parks", but are located outside of the Urban Growth Boundary and are more similar to open space areas which are managed by the Conservation Commission, whereas parks are programmed by the Recreation Department and maintained by the General Services Department. Open spaces and the trails within these open spaces support individualized and passive recreational pursuits such as hiking, cross country skiing, boating, hunting, bicycling, and fishing. Parks inside or adjacent to the Urban Growth Boundary also provide some passive, open green space, but they are also the primary location for athletic fields and active recreational facilities. Athletic facilities are generally not planned or feasible in open spaces outside the Urban Growth Boundary, and the remoteness of these rural "parks" from population centers creates inefficiencies for use of these areas for organized sports and recreational activities. Therefore, these open space "parks" are addressed in the Conservation and Open Space Section (Section VII) of this Master Plan.

B. RECREATION GOALS

The overall recreation goal is to provide services and facilities on a year-round basis to accommodate the recreation needs of the present and future citizens of the City of Concord. The specific recreation goals are to:

1. Provide a broad range of recreational services and facilities that will facilitate active and passive recreation, organized and individualized recreation, and indoor and outdoor recreation.
2. Provide recreational services and facilities for citizens of all ages and abilities.
3. Provide parks and recreational facilities within the Urban Growth Boundary in locations consistent with a service area appropriate to the park or facility and adequate to serve current and future populations of the service area.

4. Foster recreational opportunities within public open spaces outside of the Urban Growth Boundary that are appropriate to the environmental sensitivity of the open space areas and where such recreational use will not have adverse impacts on natural resources and habitats.
5. Provide municipal recreational facilities, services, and programs in an efficient, cost effective manner.
6. Cooperate with the City's two public school districts and with the State of Hampshire in the planning, design, provision, operation, and maintenance of recreation facilities within the City in order to maximize the benefits of the same to Concord's citizenry.
7. Create opportunities in the City's land use regulations for the provision of recreation facilities and services that may be established by non-profit, private, and commercial entities, and will be complementary to those provided by the City.
8. Employ recognized high standards of safety, aesthetics, and efficiency in the design, construction, operation, and maintenance of parks and recreational facilities.
9. Provide for a comprehensive system of recreational trails that will serve the needs of Concord residents.

C. CLASSIFICATION OF PARKS AND RECREATION FACILITIES

1. Citywide Parks and Recreational Facilities

As implied by the title, a citywide park is not only City-owned but is also intended to serve the populace of the entire city, addressing a broad range of recreational demands created by users of all ages, whether as individuals or in organized groups. Such parks should be large enough to incorporate facilities common to other smaller categories of parks such as playground equipment, while adding to those facilities the benefits of open space and areas for passive recreational pursuits such as hiking and bicycling, picnicking, boating, and fishing. While those living within a mile of a city park might tend to use it more as a neighborhood park, for the majority of Concord's citizenry the city park will be a special destination occasioning a specific vehicular trip from their neighborhood to a citywide park. As such, support facilities are necessary including parking lots, restrooms, and storage space for maintenance equipment, and possibly, concession stands. This category also includes City owned indoor recreational facilities that serve all City residents, the Everett Arena being the best example thereof.

2. Neighborhood Parks and Recreational Facilities

Located within the Urban Growth Boundary in each of the Villages or Master Plan Districts, neighborhood parks are generally 10 to 30 acres in size serving residents of all ages with passive space and facilities ranging from those provided for playlots to youth athletic fields to fields for adult sports. Special facilities such as ice rinks and outdoor pools may also be incorporated in neighborhood parks. These City-owned parks will function as neighborhood playgrounds for those living closest to the site (within ½ mile), and as such should be conducive to pedestrian or bicycle access. However, they will also serve some residents throughout the City through use of fields by local sports leagues and general usage of special facilities.

Because of a more extensive primary service area (1 mile radius) and more intensive citywide usage of these parks, parking lots and restrooms are important features for these parks.

3. Community Centers

The City has a long tradition of providing community centers in the neighborhoods of the City in order to offer indoor recreational activities and activities in all seasons. Other than the West Street Ward House, the centers have generally had a gymnasium space and meeting rooms. Of recent years the West Concord Community Center fell into disrepair and the costs to restore it as a functioning community center were such that the City decided to sell it for redevelopment into housing. A study was completed in 2006 for a new Heights Community Center but implementation has not been funded at this time. The non-profit Penacook Community Center fulfills this function for the village of Penacook.

4. Playlots

These small, urban, City-owned park areas are focused on the active recreational needs of pre-school aged children, while providing limited facilities for older children and adults. Sites ranging in size from 1/4 to 1 1/2 acre typically offer play equipment together with outdoor seating, as well as a full or half basketball court. Intended principally as pedestrian facilities centered in older, high density, urban neighborhoods where average densities exceed 10 dwelling units per acre and private yard space is limited, playlots generally serve residents within 1/4 of a mile of the site. The City's public elementary schools generally offer similar recreational facilities and serve the function of playlots for their surrounding neighborhoods.

5. Mini-parks and Plazas

Mini-parks are small, urban, City-owned sites generally ranging in size from 1/4 to 1 acre that are primarily ornamental in nature and used for visual enjoyment. While a few do contain a park bench, most are landscaped areas, with grass and trees, although some have flower beds and ornamental plantings. The mini-parks are of benefit to the driving public passing by as well as to adjacent residents and neighboring pedestrians.

Plazas are downtown pedestrian spaces, owned by the City, with both hardscape and landscape improvements as well as seating, fountains, and lighting. The plazas serve a pedestrian public who reside, work, or shop in the surrounding commercial center, and are used as a setting for scheduled outdoor concerts and cultural events and gatherings.

6. School District Recreational Facilities

The City's two school districts, Concord and Merrimack Valley, both provide outdoor and indoor recreational facilities for their student populations, but these facilities are also made available to the public during time when not in use for district purposes. Included in these facilities are playlots as well as a range of athletic fields, and gymnasiums with associated locker room facilities. With the exception of some of the urban elementary schools, parking facilities are generally available as are rest rooms within the schools, although these are only accessible when the schools are open.

7. State of New Hampshire Recreational Facilities

Several properties owned by the State within the City of Concord have active or passive recreational facilities that are made available for use by Concord residents. These facilities include athletic fields as well as open spaces that support passive recreational pursuits such as hiking and bicycling, picnicking, boating, and fishing.

8. Quasi-public Recreational Facilities

Indoor and outdoor recreation facilities owned by private or non-profit organizations that allow public use of their facilities by permission, or that charge a fee such that any member of the public may have access to their facilities, are included as quasi-public recreational facilities. These include gymnasiums and fitness facilities as well as athletic fields.

9. Private Recreational Facilities

Private membership recreational facilities, both indoor and outdoor, include those that are not available to the public, or are available for a fee to only certain individuals or groups of individuals. These include recreational facilities within a condominium developments which are only available to condominium owners, recreational facilities provided by businesses and institutions exclusively for their employees or members, as well as private recreation clubs the membership for which is not open to the public but is by invitation or other means of selection. The presence of these facilities which include pools, tennis courts, play equipment, and basket ball courts may reduce some of the demand on similar City facilities.

D. INVENTORY OF PARKS AND RECREATION FACILITIES

1. City Facilities

An inventory of City parks and recreational facilities was compiled in accordance with the above-described classification system. As noted earlier in this Section, “open space parks” are addressed in Section VII, Conservation and Open Space, of this Plan. The results of the inventory of city-owned park lands within the Urban Growth Boundary are summarized Table IX-1 and presented in detail in Table IX-2 which includes the following information on each park: the location by Village or Master Plan District (PEN=Penacook, EC=East Concord, WC=West Concord, CH=Concord Heights, NW=North/West End, and SE=South End), the size of the park, and the type and number of facilities available therein. A notation is also made as to whether the park received funding assistance from the federal Land and Water Conservation Fund (LWCF). A reference number is assigned to each City park which is keyed to a graphic display of the City’s park system shown on Exhibit IX-1.

Table IX-1. Summary of City Parks

Classification	Number	Total Acres
City Parks	4	242
Neighborhood Parks	14	358
Community Centers	4	0.6
Playlots	3	1.8
Mini Parks & Plazas	14	10.5
Total City Facilities		613

2. School District Recreational Facilities

An inventory was compiled of recreation facilities located on school grounds as well as the number of gymnasiums within the school buildings under the jurisdiction of both the Concord School District and the Merrimack Valley School District. While these facilities serve the needs of the students during school hours and are used for school sanctioned athletic activities, at other times the facilities including the gyms are used extensively for community recreation purposes. The results of the school facility inventory are presented in Table IX-3 and displayed on Exhibit IX-1. The City's 12 elementary schools, two middle schools and two high schools together with several other school district properties occupy 225 acres of land and provide numerous athletic fields and recreational facilities including 10 gymnasiums.

3. State Recreational Facilities

The State has three facilities within the City that are of special benefit to Concord residents: the Sewalls Falls Recreation area and the grounds of the New Hampshire Technical Institute (NHTI) as well as the former State Hospital. Sewalls Falls has boating and canoeing access as well as fishing, hiking, and cross-country skiing, the latter being a natural adjunct to the cross country skiing that occurs at Beaver Meadow Golf Course and Morono Park. The NHTI grounds have a number of athletic facilities which are principally for the use and benefit of the students at the Tech. However, NHTI has established a number of soccer fields that are used by the non-profit Concord Express Soccer which has previously used City fields, relieving pressure on the City's facilities. There is a softball as well as a soccer field on the NH Hospital Grounds that are used by the public. Information about the State facilities is summarized in Table IX-4.

4. Quasi-public Recreation Facilities

Recreation facilities are available under certain circumstances to Concord residents at a number of locations provided by five private and parochial schools. In one instance, a private company has provided property for a soccer field that is made available to the public. An inventory of these quasi-public recreation facilities, including information on the location and type of facilities, is presented in Table IX-4. Notable among these quasi-public facilities are seven indoor pools and seven gyms, 25 tennis courts, as well as a number of other outdoor fields and courts. Although quasi-public facilities are not available to City residents on a daily basis, the extent to which such facilities are available and used reduces the overall demand for City recreation services.

5. Private Recreation Facilities

A number of private recreation facilities are available in Concord to residents of certain apartment and condominium complexes, as well as through private memberships in clubs offering special recreation facilities. An inventory including location and type of facility was compiled and is presented in Table IX-5. A number of residential complexes provide pools and tennis courts to the residents, while a few offer outdoor basketball courts and play equipment. Facilities offered through private clubs include tennis courts, pools, and a golf course. Private facilities are not usually available to the general public, but the private use of these facilities lessens the demand for municipal facilities and services.

TABLE IX-2. CITY PARKS AND RECREATION FACILITIES

TABLE IX-2. CITY PARKS AND RECREATION FACILITIES																				
IDENTIFICATION			Size	FACILITIES																
Ref #	Name	MP Dist	(ac)	Athletic Fields						Outdoor Courts								Indoor Facilities		
		1		Base-ball	Youth basbll	Soft-ball	Soccer	Foot-ball	Track	Baske tball	Tennis	Pool	Ice Rink	Play Equip	Rest Rooms	Park-ing	Light-ing	Gym	Ice Arena	Misc ²
CITYWIDE																				
C1	Memorial Field	SE	36	1	1	2	1	2	1	1	10				Y	Y	Y			LWCF
C2	Kiwanis Park/ Everett Arena	CH	15												Y	Y	Y		1	Trails, Skatebd LWCF
C3	Terrill & Healey Parks	SE/ CH	26.7													Y				Trails.. Dog Pk LWCF
C4	Beaver Meadow Golf Course	WC	164												Y	Y				Golf; XC ski LWCF
Citywide Park Totals			242	1	1	2	1	2	1	1	10				3				1	
NEIGHBORHOOD																				LWCF
N1	Rollins Park	SE	22.4	1		1				1	1	1		1	Y	Y				LWCF
N2	Martin Park	SE	29			1	1									Y				
N3	Reed	SE	2.6			1								1						LWCF
N4	White Park	NW	23.4	1	1		2			1		1	1	1	Y	Y				LWCF
N5	Kimball Park	NW	15.5							1		1		1	Y	Y				LWCF
N6	Grappone Park	NW	11.2		2	1									Y	Y				
N7	Keach Park	CH	10		1	1	1			1	1	1		1	Y	Y				LWCF
N8	Sanel Field	CH	13.4		2	1									Y	Y				
N9	Merrill Park	EC	17.2	1		1	2			1	3	1	1	1	Y	Y				trails LWCF
N10	Broken Ground	EC	121																	LWCF
N11	Garrison Park	WC	13.4							2		1		1	Y	Y				LWCF
N12	Beaver Mdw Pk	WC	9.6		1						3					Y				LWCF
N13	Rolfe Park	PEN	42.8	1	1	1	1		0.5	1	4	1		1	Y	Y				trails LWCF
N14	Contoocook River Park	PEN	27													Y				Trails LWCF
Neighborhood Park Totals			358	4	8	8	7		0.5	8	12	6	2	8	9					

IDENTIFICATION			Size	FACILITIES																	
Ref #	Name	MP Dist 1	(ac)	Game Fields					Outdoor Fac										Indoor Fac		
				Base- ball	Youth baseb	Soft- ball	Soccer	Foot- ball	Track	Bask- etball	Tennis	Pool	Ice Rink	Play Equip	Rest Rooms	Park- ing	Light- ing	Gym	Ice Arena	Misc ²	
COMMUNITY CNTR																					
N15	West St Ward Hs	SE	0.1												Y						
N16	Green St Com Ctr	NW	0.4												Y			1			
N17	Heights Com Ctr	CH													Y	Y		1			
N18	E Concd Com Ctr	EC	0.1												Y			1			
PLAYLOTS																					
P1	Fletcher Murphy	SE	0.5							0.5				1						LWCF	
P2	West Street	SE	0.6							0.5				1						LWCF	
P3	Thompson	NW	0.7							0.5				1						LWCF	
MINI-PARK/PLAZAS																					
M1	Deer Park	SE	2.5																		
M2	Noyes Park	SE	0.5																		
M3	Doyen Park	NW	0.2																		
M4	Bradlee Park	NW	0.3																		
M5	Fisk Park	NW	0.2																		
M6	Park Ridge	NW	0.6																		
M7	State Hse Plaza	NW	0.3																		
M8	Eagle Square	NW	0.4																	LWCF	
M9	Bicentennial Sq	NW	0.2																	LWCF	
M10	Veterans	CH	0.7																		
M11	Eastman Clock	EC	0.3																		
M12	Pecker Park	EC	0.2																		
M13	Town Pound	WC	0.2																		
M14	Riverfront Park	PEN	2.0																	LWCF	
M15	Poulin Gazebo	PEN	0.12																		
M16	Walnut St	PEN	1.79																		
Other Facility Totals			12.9							1.5				3	4			3			
CITY PARK/FAC TOTALS			613	5	9	10	8	2	1.5	10.5	22	6	2	11	16			3	1		

TABLE IX-3. SCHOOL DISTRICT FACILITIES

IDENTIFICATION			Size	FACILITIES																	
Ref #	Name	MP Dist	(ac)	Athletic Fields						Outdoor Courts									Indoor Facilities		
		1		Base-ball	Youth basbl	Soft-ball	Soccer	Foot-ball	Track	Bask-etball	Tennis	Pool	Ice Rink	Play Equip	Rest Rooms	Park-ing	Light-ing	Gym	Ice Arena	Misc	
Concord SD																					
SD1	Conant School	SE	9.1											1	Y	Y		1			
SD2	Rundlett Middle	SE	16.8	1		1	1	1							Y	Y		2			
SD3	Rumford School	SE	1.3											1	Y						
SD4	Kimball School	NW	1.4							1				1	Y	Y					
SD5	Walker School	NW	1.7											1	Y	Y					
SD6	Dewey School	NW	1.1											1	Y	Y					
SD7	Concord High	NW	6.9												Y	Y		1			
SD8	Dame School	CH	5.4											1	Y	Y					
SD9	Broken Ground	EC	94.8			1	1			1					Y	Y		1			
SD10	Eastman School	EC	4.5											1	Y	Y					
SD11	Beaver Meadow	WC	12											1	Y	Y		1			
SD12	White Farm	NW	27.4												Y						
Merrimack Valley SD																					
SD11	Penacook Elem	PEN	13.3											1	Y	Y		1			
SD12	MV Middle Sch	PEN	56.2				1								Y	Y		1			
SD13	MVHS	PEN					1	1	0.5						Y	Y	Y	1			
SD14	Washington St [Childcare Cntr]	PEN	1							1				1	Y			1			
SD15	Summer St [Closed]	PEN	0.5																		
SCHOOL DIST TOTALS			225	2		1	3	2	0.5	5				10				10			

TABLE IX-4. STATE AND QUASI-PUBLIC RECREATION FACILITIES

TABLE IX-4. STATE AND QUASI-PUBLIC RECREATION FACILITIES																					
IDENTIFICATION			Size	FACILITIES																	
Ref #	Name	MP Dist	(ac)	Game Fields						Outdoor Courts									Indoor Facilities		
		1		Base-ball	Youth basebl	Soft-ball	Soccer	Foot-ball	Track	Bask-etball	Tennis	Pool	Ice Rink	Play Equip	Rest Rooms	Park-ing	Light-ing	Gym	Ice Arena	Misc	
STATE OF NH																					
ST1	NH Hosp Campus	NW				1	1														
ST2	NH Tech Institute	NW		1		1	8			1	2				Y	Y		1		trails	
ST3	Sewalls Falls	WC	110													Y				trails	
STATE TOTALS				1		2	9			1	2							1			
QUASI-PUBLIC																					
Q1	Conc Christian	SE	7	1		1	1									Y					
Q2	Trinity Baptist	SE					1								Y	Y					
Q3	Gold's Gym	SE													Y	Y		1			
Q4	Comfort Inn	SE										1-ind			Y	Y					
Q5	St Paul's School	NW		2			5		1-out 1-ind		15-out 3-ind	1-ind			Y	Y		1	1		
Q6	Bishop Brady	NW				1	1								Y	Y		1			
Q7	Holiday Inn	NW										1-ind			Y	Y					
Q8	Boys/Girls Club	NW													Y			1			
Q9	Concord YMCA	NW										1-ind			Y			1			
Q10	Planet Fitness	NW													Y	Y					
Q11	Fit City	NW													Y			1			
Q12	Delta Dental	NW					1														
Q13	Racquet Club	CH								1	3-ind 4-out	1-in 1-out		1	Y	Y		1			
Q14	Shaker Rd School	EC	42				2					1			Y	Y					
Q15	Penack Com Cntr	PEN	0.27												Y			1			
QUASI-PUBLIC TOTALS				3		2	11		2	1	25	7		1				8			

TABLE IX-5. PRIVATE RECREATION FACILITIES

IDENTIFICATION			Size	FACILITIES																
Ref #	Name	MP Dist	(ac)	Athletic Fields						Outdoor Courts								Indoor Facilities		
		1		Base-ball	Youth baseb l	Soft- ball	Soccer	Foot- ball	Track	Bask- etball	Tennis	Pool	Ice Rink	Play Equip	Rest Rooms	Park- ing	Light- ing	Gym	Ice Arena	Misc
PRIVATE																				
PR1	S Conc Meadows	SE									1	1-Ind								
PR2	COPOCO	NW								1	4	1								
PR3	Bow Brook Club	NW									2									
PR4	McKenna's Purch	CH										1-Ind								
PR5	Edgewood Hts	CH										1-Ind		1						
PR6	Alton Woods	CH								1	2	1								
PR7	Eagle's Bluff	CH								1				1						
PR8	Canterbury Mead	CH									1	1								
PR9	Woodcrest Hts	CH												1						
PR10	Salisbury Green	CH										1								
PR11	Centerstone Apts	CH										1								
PR12	Eastern Apts	CH												1						
PR13	Cranmore Ridge	CH										1								
PR14	Heritage Hts	EC										1-Ind								
PR15	Concord Country Club	EC										1								Golf
PR16	Vineyards	WC								1		1								
PR17	Penacook Apts	PEN										1		1						
PR18	Island Park Est	PEN										1								
PR19	Willow Crossing	PEN												1						
PRIVATE REC TOTALS										4	10	14		6						

¹ PEN=Penacook, EC=East Concord, WC=West Concord, CH=Concord Heights, NW=North/West End, and SE=South End

² LWCF = park received funding assistance from the federal Land and Water Conservation Fund

Exhibit IX-1. Park and Recreation Plan

[Insert 11 x 17 graphic]

E. RECREATION NEEDS ASSESSMENT

1. Past Master Plan Recommendations Related to Recreation

a. Community Facilities Plan (1965)

The first Recreation Section was part of a 1965 Community Facilities Plan that was adopted by the Planning Board. It contained an inventory of parks and facilities, a classification system, a discussion of cooperative efforts between the City and the Concord School District, and a series of recommendations for improvements to existing parks as well as acquisition and conversion of land to parks. Most notable among the recommendations were the following:

- Acquisition of land and development of parks in conjunction with new schools in the South End and East Concord which has led to Martin Park and the land for Broken Ground Park;
- Acquisition and development of the Contoocook River Park in Penacook, of which the acquisition has occurred;
- Conversion of lands on Manor Road and Old Suncook Road, the latter of which contained a borrow pit (which was later used for a landfill) to parks;
- Acquisition of land westerly of Memorial Field, at that time suggested as far as I-89, for a new "Central Park";
- Development of a new Merrimack River Park that added what has become Healey Park to Terrill Park and included the Old Turnpike Road landfill and the floodplain below, designed for boating and beaches among other facilities;
- The expansion of Beaver Meadow Golf Course to 18 holes, which has occurred.

b. Recreation 1990: A Plan for Community Recreation (1972)

In 1972, the Planning Board adopted a Recreation Master Plan, which carried forward the recommendations of 1965, and included the following:

- Acquisition of land for the expansion of Kimball, Keach, and Merrill Parks as well as Memorial Field, all of which have occurred except for the expansion of Keach Park;
- Acquisition of land for additional playlots in the Rumford School neighborhood;
- Conversion of the Fort Eddy Road stump dump to a waterfront park;
- The inclusion of proposals for open space protection of Sewalls Falls, Broken Ground, Oak Hill, and the Broad Cove/Mast Yard area, together with proposals for trails, camping areas, and boating facilities. Many of these initiatives were acted upon and the Conservation Commission now heads up the efforts for open space protection guided by an Open Space Plan;
- Development of plaza areas for the Downtowns of Concord and Penacook, which eventually led to Bicentennial Square, Eagle Square, and Riverfront Park in Penacook.

c. Recreation Plan for the Year 2000 and Beyond (1990)

In 1990 the City commissioned an update of the Recreation Plan which yielded a study that was never adopted due to its methodology for assessing recreation needs, and despite the adoption

of an Open Space Plan in 1978, this Recreation Plan included the open space in the park evaluation.

During the 1990's, the City conducted studies relative to the seven City pools that were in dire need of upgrading or replacement, and initiated a program of replacement that has yielded six pools, one of which is adult size, as well as a children's water park. In this same time frame, the City prepared a plan for the development of Martin Park and implemented the initial phases.

Starting in 2003, the City redeveloped Keach Park, and undertook a series of park improvement plans for White (ref. Exhibit IX-2), Rollins, Merrill, Garrison, Kimball, and Terrill Parks, as well as Bicentennial Square. The primary results of these studies, which are now being included in the Capital Improvement Program, are as follows:

- Provision of improved and safer pedestrian access to the parks;
- Reorganization of parking facilities in the parks in recognition of the increased use of vehicular access to the parks, the need for safety of park users, and the desire to prevent the parking areas from intruding on the park facilities;
- Upgrading of and reorganization of recreation facilities in these parks to eliminate problems, such as the baseball field drainage at White Park, or to improve functionality of the facility, such as the ball fields at Rollins Park;
- The addition of a few new facilities such as a rectangular sports field at Terrill Park, as well as ice skating areas, and sunshades for the pool areas in several parks.

In 2005, the City commissioned a study of a replacement of the Heights Community Center which has led to a proposal for a new and expanded center at the Keach Park site. This is now included in the Capital Improvement Program. At the same time, the City decided to formally abandon the West Concord Community Center (Scandia Hall) and seek proposals for the redevelopment of the building for housing.

2. Summary of the Results of Surveys and Questionnaires

a. Community Survey

- i. Respondents were provided with a list of various sports or activities and asked to indicate whether any adults or children in their household participated in each. The highest reported participation by both adults and children were in individual sports/activities such as hiking/walking, bicycling, and swimming. Adults also indicated a relatively high participation in canoeing/boating, and fishing, followed by jogging, golf, ice skating, cross country skiing, and tennis. The next highest areas of participation for children were in ice skating and baseball, followed by fishing, canoeing/boating, soccer, and basketball.
- ii. An open-ended question on additional recreational facilities/resources desired sought write-in responses. Topping the list in terms of number of mentions were bike paths and hiking/walking trails, followed by more ball fields and ice skating rinks, as well as a number of responses related to swimming that included longer hours at existing pools, a desire for a year-round indoor pool, a want for more adult sized pools, and support for swimming beaches on the Merrimack River.

Exhibit IX-2. White Park Master Plan
Insert 8 ½ x 11

- iii. The most frequently used parks and recreation facilities by the largest number of respondents were White Park, Memorial Field, and the Everett Arena, followed by Rollins Park, Beaver Meadow Golf Course, and Rolfe Park.
- iv. The condition and availability of individual City facilities were judged to be “adequate” by the vast majority of respondents. Those facilities receiving lower ratings for “condition” were the Community Centers.

b. Recreation League Questionnaire

A questionnaire was prepared and mailed to representatives of 17 non-municipal recreation leagues that utilize the fields and facilities within the City's park system. Nine non-municipal organizations returned the questionnaire including two of the four Little Leagues, the Babe Ruth League, Concord Club Lacrosse, the Penacook Independent Youth Soccer League, and five adult softball and baseball leagues. The same questionnaire was also completed by the Recreation Department for the City-sponsored recreation leagues. Information was requested about each league and its current usage of the recreation facilities, with the non-municipal leagues being queried as to the extent to which they donated materials for, or made improvements to, the facilities used. Respondents were asked to assess current league needs that are not being met by the City's park system, and to estimate demand for facilities generated by projected growth of the league over the next five years. Interviews were also conducted with the athletic directors of the Concord School District (CSD) and the Merrimack Valley School District (MVSD), and contact was made with the athletic director of Bishop Brady High School (BBHS) relative to the current use of the City's fields and facilities for school physical education programs, intramural athletics, and interscholastic sports, as well as the needs that are not being met and demand for facilities generated by projected growth.

The following is a summary of the organizational characteristics of the leagues that use the City parks together with an indication of the perceived needs for more facilities.

- i. **Little League Baseball** - Two of the four leagues are based at facilities on City land which the leagues lease from the City and that is not part of a larger City park. The Northeast Little League leases Sanel Field, while the American Little League leases Grappone Park. Both leagues use other fields in City parks to augment the leased fields. The National Little League leases fields at Memorial Field and Martin Park, but both of these are parks for which the City has used federal funding through the Land and Water Conservation Fund (LWCF) and therefore the league cannot have exclusive control over the facilities. The Merrimack Valley Little League uses facilities at Rolfe Park. The Little Leagues which have lease arrangements for exclusive use of fields donate materials, make improvements, and maintain these leased fields.

The two leagues that responded to the questionnaire have declined slightly in numbers of Concord youth participating during the five-years prior to the questionnaire, but are expecting to maintain the current participation levels. Facilities are used annually from April through July, and in the peak season, there are activities seven days each week. An immediate need was cited for two additional fields by the National Little League.

- ii. **Babe Ruth Baseball** - Active seven days each week from April through July, the league has been growing and expects to continue to do so. With 85% of its participants being Concord youth, fields at Rollins, Rolfe, and White Parks as well as Memorial Field are utilized. Two additional game fields as well as practice facilities are indicated as being needed.
- iii. **Adult Softball and Baseball** - The five leagues responding to the questionnaire, including the Sunset League, the Senators and Cardinals, the Coed Church Softball League, Concord Coed Softball A, and Concord Coed Softball B, have seen league participation grow modestly and are expecting continued modest growth. The percentage of Concord residents participating in these leagues ranges from 20% to 85%. With seasons stretching from April to September, some of the leagues are active four to five days per week while others play only one day each week. Softball fields are used at Memorial Field as well as Rollins and Merrill Parks and Reed Playground, while baseball fields at Memorial Field and White Park are used by these leagues. The Sunset League and the Senators and Cardinals have contributed to improvements at the White Park baseball field. Two to four more softball fields, and one more baseball field were cited as being needed by these leagues.
- iv. **Youth Lacrosse** - There is one citywide league that serves Concord's youth from March to June each year. Concord Club Lacrosse has seen increased its participation and is expecting an additional modest increase in participation. The season runs from March through June on a four days per week basis. Fields at Martin Park and Memorial Field are used and another field is seen as being needed.
- v. **Youth Soccer** - The City Recreation Department's youth soccer program has decreased in participation from the five-years prior to the questionnaire, and a modest increase in participation is expected in the future. The program is active on a six-day per week basis from August through the end of October on fields at Merrill, White, and Keach Parks. Three additional fields as well as practice areas are cited as being needed.

The Penacook Independent Youth Soccer league did not respond to the questionnaire but makes use of the fields available at Rolfe Park for games.

The Concord Express Soccer did not respond to the questionnaire presumably due to its agreement with the New Hampshire Technical Institute (NHTI) that allows the League to practice and play games on existing fields at NHTI. With a regional participation and activity in both spring and fall seasons, the League had created a substantial demand for City fields that has been abated by the shift of activities to NHTI.

- vi. **Youth Basketball** - The City Recreation Department's youth basketball program had a substantial increase in participation in the five-years prior to the questionnaire, and anticipates modest increases in the foreseeable future. The program utilizes the gymnasiums at three of the Concord School District's elementary schools as well as the Green Street and Heights Community Centers on a six-day per week basis from November through March. Two additional gyms are seen as needed to accommodate future demand.
- vii. **Youth Football** - The Concord Capitals did not respond to the questionnaire but makes use of the fields available at Memorial Field and Martin Park for games and practices in the fall.

A second team has formed, and the number of participants has increased, adding to the need for rectangular fields.

- viii. **School Athletic Programs** - The Concord School District is the largest user of Memorial Field for interscholastic athletics and the physical education programs related to Concord High School (CHS). CHS football, track, tennis, soccer, lacrosse, baseball, and softball teams all use facilities at Memorial Field, while field hockey is played in Rollins Park, and some baseball games at White Park. The CSD has a number of fields at Rundlett Middle School (RMS) that accommodate that school's needs except for the track team which uses Memorial Field. All indoor sports are conducted in the gymnasium facilities at CHS and RMS with the exception of ice hockey which uses Everett Arena. More soccer fields or fields suited to rectangular field sports that can be used for several sports including soccer, football, lacrosse, and field hockey are seen as needed. Drainage improvements to the White Park baseball field will make it more reliable for use.

The Merrimack Valley School District has been adding athletic fields and facilities adjacent to the High School and Middle School as the District acquired more land from Beede Electric. Football, soccer, lacrosse, and field hockey all take place on the campus, and the track is split between the campus and Rolfe Park. Baseball, softball, and tennis are played at Rolfe Park. The MVSD has adequate land available to add more facilities as the need arises. A concern was expressed with the intensity of use of the baseball and softball fields and the need for irrigation to sustain the fields during the period of such usage.

Bishop Brady High School has some athletic facilities on its campus and uses a number of City park facilities for the balance of its sports programs. Football is played at Memorial Field; softball, baseball and field hockey at Rollins Park; tennis at Memorial Field, Merrill Park, and Beaver Meadow Park; and soccer at the field on the NH Hospital grounds.

2. Application of Park Land and Recreation Facility Standards

Traditionally, recreation planning utilized recognized national standards for parks and recreation facilities as related to population, in ratios of acres per 1,000 population and facilities per 1,000 population. These standards, set forth by the National Recreation and Parks Association (NRPA) were used to evaluate current deficiencies and estimate future needs for park land and facilities. In the mid-1990's, the NRPA recognized that this "one size fits all" approach was not appropriate and did not address differences in communities across the country in terms of physical developmental characteristics of the community, the socio-economic characteristics of the citizenry, and the demand for parks and facilities based on the recreational activities of the citizenry. Standards are now viewed as starting points that need to be adjusted to fit the local circumstances. The ratios of Concord's existing park land to population and existing recreation facilities to population for Concord were derived, and evaluated and adjusted in light of the information compiled in the Community Survey and League Questionnaire.

a. Park Land Standards

Concord presently has 611 acres of park land within or immediately adjacent to the Urban Growth Boundary for a ratio of 15 acres per 1,000 population, which is more than the 12 acres

per 1,000 population that Nashua had at the time of its 1999 Recreation Plan. Concord's Citywide Parks comprise almost 6 of the 15 acres and Neighborhood Parks comprise almost 9 of the 15 acres, with the balance included in Playlots, Mini-parks, Plazas, and Community Centers. While historically, the NRPA did not advocate specific standards for Citywide parks, for the purposes of this Master Plan the standard was set at 5 acres per 1,000 population for Citywide Parks, and 10 acres per 1,000 population Neighborhood Parks, retaining the 15 acres as the standard. Based on the description in the classification section above, Playlots are to be provided just in the areas of historically high density residential development.

As indicated in Table IX-6, the City currently has a reasonable amount of land devoted to Citywide Parks but needs some additional land for Neighborhood Parks. By applying the acres per 1,000 population to the 2030 population estimate (53,577), Table IX-6 reveals a need for more land for both Citywide and Neighborhood Parks by that time.

Table IX-6. Summary of Park Land Needs

	2000	2000		2000	2030
Park Lands	Total Acres	Existing Acres per 1000 population	Standard Acres per 1000 population	Additional acres to meet standard	Additional acres to meet standard
Citywide	242	5.94	5.0	(-39)	26
Neighborhood	358	8.80	10	49	178
Playlots	4.4	n/a	n/a	1	1
Other	6.6	n/a	n/a	n/a	n/a
Totals	611	14.74	15	10	204

¹ See Section IX.E.3 below

b. Recreation Facility Standards

Ratios for recreation facilities per 1,000 population are recommended based on the information on need and demand gleaned from the Community Survey and the Recreation League Questionnaire, as well as from a review of facility registration records for a one-year period. Comparisons to similar ratios for Nashua and Manchester are provided for perspective. While school district land area was not included in the parkland totals due to the presence of buildings and parking lots on school land, the school district facilities were included in the facility analysis as the athletic programs of the schools create a substantial portion of the demand for the City's facilities.

Most recreation facilities were considered adequate to serve the current population and the existing ratios for those facilities per 1,000 population were applied to the population estimate for 2030 to derive the number of facilities needed by that time to serve the anticipated populace. However, the existing ratios for youth baseball, baseball, softball, and rectangular field sports were adjusted upwards in recognition of the reported and indicated deficits in the number of those facilities. The ratio for outdoor ice skating facilities was also adjusted upwards in recognition of the response in the community survey. The selected recreation facility standards

are displayed in Table IX-7, and the resultant needs for facilities based on the application of these standards are summarized in Table IX-8.

Table IX-7. Recreation Facility Standards

Recreation Facilities	Existing City	Existing School Districts	Existing Total Public	Existing Fac per 1000 pop	Nashua Fac /1000 pop ¹	Manchstr Fac/ 1000 pop ²	Selected Standard Per 1000
Baseball	5	2	7	0.17	0.16	0.10	0.22
Youth Baseball	9	0	9	0.22	0.28	0.21	0.25
Softball Yth & Adult	10	1	11	0.27	0.35	0.19	0.32
Soccer	8	3	11	0.27	0.27	0.20	0.35
Football	2	2	4	0.10	0.09	0.08	0.10
Track	1.5	0.5	2	0.05	n/a	0.2	0.05
Basketball (outdoor)	10.5	5	15.5	0.38	0.20	0.30	0.35
Tennis	22	0	22	0.54	0.36	0.36	0.50
Pool (outdoor)	6	0	6	0.15	0.09	0.04	0.12
Ice Skating (outdoor)	2	0	2	0.05	0.14	n/a	0.12
Play Equipmnt	11	10	21	0.52	0.50	n/a	0.50
Gym	3	10	13	0.32	0.26	n/a	0.32
Ice Arena	1	0	1	0.02	n/a	0.2	0.02

¹Nashua Recreation Plan, 1999. ²Master Plan for the City of Manchester, NH, 1993.

Table IX-8. Summary of Recreation Facility Needs

Recreation Facilities	Total Existing Public Facilities	Selected Standard Per 1000 pop	Standard applied to pop in 2000	Facilities Currently needed	Standard applied to pop in 2030	Additional Facilities needed by 2030
Baseball	7	0.22	9	2	12	3
Youth Baseball	9	0.25	10	1	13	3
Softball (Youth & Adult)	11	0.32	13	2	17	4
Soccer/Lacrosse/Field Hockey	11	0.35	14	3	19	5
Football	4	0.10	4	0	5	1
Track	2	0.05	2	0	3	1
Basketball (outdr)	15.5	0.35	14	0	19	4.5
Tennis	22	0.50	20	0	27	5
Pool (outdoor)	6	0.12	5	0	6	0
Ice Skating (outdr)	2	0.12	5	3	6	1
Play Equipment	21	0.50	20	0	27	6
Gymnasium	13	0.30	12	0	16	3
Ice Arena	1	0.02	1	0	1	0

3. Service Area Analysis and Application of Recreation Facility Standards

A service area analysis was conducted to determine the spatial distribution of current Neighborhood Parks and Playlots and an evaluation of the populations served within the six Village/ Master Plan Districts. The optimal service area standard of a one mile radius for Neighborhood Parks, as defined in the park classifications in Section IX.C above, was applied to each park, and service gaps were identified. In some cases the park land is yet to be developed, so recreation facilities are not presently available, but the land has been acquired for park purposes. Areas of notable deficiency for proximity to Neighborhood Parks included the southerly portion of Concord Heights including Garvins Falls Road, Manchester Street, and Airport Road south of Terrill Park Drive, as well as the Concord Manor area in the southerly part of Penacook and the northerly portion of West Concord on both sides of Fisherville Road. The Northern part of East Concord along Mountain Road is also distant from Neighborhood Parks, but while it has been included within the Urban Growth Boundary, the development densities remain rural in character.

Playlots represent a more specialized service area analysis as the park classification calls for playlots in “older, high density, urban neighborhoods where average densities exceed 10 dwelling units per acre and private yard space is limited” and assigns a ¼ mile service radius. These circumstances occur in the older neighborhoods adjacent to Downtown Concord as well as to Downtown Penacook. The City has several playlots south and west of Downtown Concord, and the playground facilities of Rumford and Walker Schools as well as in the White and Kimball Parks help to establish a network in and around these high density neighborhoods. Doyen Park was lost to the County facilities a number of years ago, and a location to establish a new playlot was never found as land is generally fully developed and a new playlot would require redevelopment of a site. In Penacook, the playground facilities at Rolfe Park are the only ones which serve the playlot function. Any opportunities to augment these facilities should be taken, as they do not represent an ideal coverage for the areas where they are most needed.

The standard of 10 acres per 1000 population was applied to the population of each of the Master Plan Districts and the results compared to the existing acreage of Neighborhood Park land (Table IX-9). Two areas have acreage in excess of the standard, including Penacook, with Rolfe Park and the yet to be developed Contoocook River Park; and East Concord, with Merrill Park and the yet to be developed Broken Ground Park. Concord heights had the greatest need for more Neighborhood Park land, and the Heights and West Concord had the least amount of existing park land. The South End and the North West End both showed a need for more land, but each of these Districts has several developed parks with good service area coverage, and both are proximate to the Citywide facilities at Memorial Field.

Table IX-6 had indicated a need for 129 more acres of neighborhood parkland to meet demand created by population growth by 2030. While District population projections were only done for household population, and not the group quarters population, it is apparent that East Concord and Penacook will continue to have adequate acreage. Household population growth alone will create demand for more acreage in the North/West End, West Concord, Concord Heights, and the South End.

Table IX-9. Current Neighborhood Park Land Need By Master Plan District

Master Plan District	2000 Total Pop	Exist Acres	Exist Acres per 1000 pop	Standard 10 ac per 1000 pop	Added acres to meet Standard
East Concord	3,184	138.2	43.4	31.8	(-106.4)
Concord Heights	8,545	23.4	2.7	85.5	62.1
South End	8,286	54	6.5	82.8	28.8
North/ West End	10,479	50.1	4.8	104.8	54.7
West Concord	5,949	23	3.9	59.5	36.5
Penacook	4,244	69.8	16.4	42.4	(-27.4)
City Totals	40,687	358.5	8.8	406.8	48.3

4. Summary of Recreation Needs

- a. The City needs more recreation facilities now, but has some undeveloped parkland (Contoocook River Park, Broken Ground Park) on which to develop new facilities.
- b. The City needs to provide some additional land now for Neighborhood Park use in some of the Master Planning Districts that are underserved, particularly for Concord Heights and West Concord.
- c. The City has land it has used for other purposes but held for future park use (landfills on Heights and West Concord) and now is the appropriate time to initiate redevelopment of these for park purposes.
- d. Current deficiencies in recreation facilities are in baseball, softball, rectangular field sports, and outdoor ice skating.
- e. The City will need more land in the future to meet the demand from population growth.
- f. Population growth will create a future need for all recreation facilities except outdoor pools and ice arenas.
- g. There is a public interest in an indoor pool and outdoor beaches to provide more opportunities for swimming.

F. RECREATION POLICIES AND RECOMMENDATIONS

1. Recreation Policies

Recreation policies are statements which form the framework for developing and implementing the Recreation Section of the Master Plan. In furtherance of its recreation planning goals, the City of Concord establishes the following recreation policies:

- a. Secure adequate and appropriate land areas within the City and its neighborhoods to accommodate the recreation needs of current residents and future generations.
- b. For those recreational facilities intended to serve neighborhoods or portions thereof, provide such facilities of reasonable convenience to those neighborhoods in order to serve the current population as well as anticipated future population of the neighborhood.
- c. For those recreational facilities intended to serve all citizens of the City, provide such facilities at centrally located, easily accessible locations for all citizens unless such facilities have unique or specialized locational requirements.
- d. Continue to provide neighborhood community centers in order to meet indoor recreational and social needs of Concord residents.
- e. Continue cooperative efforts with the Merrimack Valley School District (MVSD) and the Concord School District (CSD) in the development, operation, and maintenance of indoor and outdoor recreational facilities for the use and benefit of students of the respective districts and the residents of City.
- f. Continue to work with those state agencies that operate and maintain recreational facilities within the City to ensure the maximum recreational benefit for the citizens of Concord.
- g. For recreational use of public open spaces outside the Urban Growth Boundary, recreation improvements should not be constructed in wetlands, on steep slopes, or in the habitat of threatened or endangered species, nor should recreation buildings or structures be constructed in floodplains or floodways, except those that are associated with water uses or access.
- h. Cooperate with private organizations to develop and maintain a comprehensive recreational trail system for walking, hiking, biking, cross country skiing, and snowmobiling on both public parks and open space as well as private lands, including trail head parking facilities.
- i. Maximize opportunities for the citizenry to avail themselves of non-municipal recreation opportunities offered within the City by non-profit, private, and commercial entities.
- j. Prepare “master plans” for all proposed new parks and facilities, and redevelopment plans for all existing parks and recreation facilities recognizing the importance of good design, aesthetic concerns, and historical significance.

- k. Encourage the participation of individual citizens, neighborhood organizations, and recreation leagues in the planning and design of new recreation facilities, as well as the Recreation and Park Advisory Committee, Planning Board, and City Council.
- l. Provide necessary supporting facilities such as parking lots, storage space, rest rooms, and lighting, in parks for the benefit and convenience of park users as well as to facilitate proper maintenance of the same.
- m. Provide for the comprehensive administration of the park system as well as recreation services in a cohesive and efficient manner, with sufficient personnel to ensure adequate support for recreation programming as well as park maintenance.
- n. Foster the proper maintenance and timely renovation, redesign, or replacement of existing recreation facilities in order to ensure the safety of facility users, and to maximize the longevity and utility of such facilities.
- o. Promote volunteerism within, donations to, and maintenance of the park system by individuals, neighborhood groups, service clubs, and civic organizations;
- p. Minimize the expansion of or increases in user fees, as well as the demands on the City's tax revenues to support the City's parks and recreation services through funding from state, federal, and private grants; donations of land, materials, equipment and labor; and the collection of impact fees and exactions from new residential development.
- q. Comply with the provisions of the Americans with Disabilities Act (ADA) for all City parks and recreation facilities should be achieved as soon as financially feasible.
- r. Conduct an annual safety inspection of all park and recreational facilities, and take appropriate action to rectify any noted deficiencies or violations of safety standards.

2. Recommendations

a. Land Acquisition

i. Playlots

- Any opportunity that presents itself should be taken to provide additional playlots in the high density urban neighborhoods in the North/West and South End Master Plan Districts immediately adjacent to Downtown, as well as portions of Penacook Village adjacent to Downtown Penacook.
- If the Concord School District abandons the Walker and Rumford Schools, the playlot function should either be retained or replaced nearby.

ii. Neighborhood Parks

- The former landfill on Old Suncook Road should be properly closed, capped as necessary, and converted to a Neighborhood Park to serve the southerly portion of Concord Heights.
- The former stump dump on Abbott Road should also be properly closed, and converted to a neighborhood Park.
- A parcel of 20 to 30 acres in size should be acquired for a potential Neighborhood Park in northern East Concord in the area north of Sewalls Falls Road and westerly of Sanborn Road.
- Environmental studies should be conducted to determine if opportunities exist for the expansion of Martin Park to the north and west; if the land is not determined to be jurisdictional wetlands, then the City should proceed to acquire additional acreage.
- Access to Broken Ground Park from East Concord Village needs to be acquired.
- Acquisition of infill and adjacent parcels to older urban parks including Keach, and Riverfront

iii. City Parks

- If environmental conditions are acceptable and the State is willing, the City should acquire the land between Memorial Field and Langley Parkway to expand Memorial Field.
- While studies have shown that it is feasible but costly to develop a park on the Old Turnpike Road landfill, the City should explore creative ways to promote the redevelopment including offering a long term lease of the facility in exchange for the reconstruction of the site so that the City will receive a usable park facility at the end of the lease period.
- Convert the Fort Eddy Road Stump Dump to a riverfront park facility.
- Expand Kiwanis Riverfront Park to include the adjacent former Fire Training Site and possibly some adjacent State land.

iv. Community Centers

- If the Concord School District abandons the Dame School, the land and building should be acquired for conversion or redevelopment into the new Heights Community Center.
- In light of the decision to sell rather than renovate Scandia Hall, and to build a new Heights Community Center with facilities far superior to other centers, the City should evaluate its policies related to community centers to decide if it wishes to abandon its former policy of providing a center in each of the six major neighborhoods (Master Plan Districts). Pending the outcome of such an evaluation, the City may need to acquire

additional property and to abandon or convert some of the existing centers.

b. Planning and Design of Parks and Recreation Facilities

- Park development plans should be prepared for the Old Suncook Road Landfill site, the Abbott Road stump dump site, Broken Ground Park, Contoocook River Park, and Kiwanis Riverfront Park.
- Park improvement plans should be completed for Rolfe Park and Eagle Square.

c. Development of Parks and Recreation Facilities

i. Playlots

- Consideration should be given to adding playlot equipment in the high density areas of Penacook Village either at Walnut Street, the former Washington Street School, or Riverfront Park.

ii. Neighborhood Parks

- Currently needed field and facilities should be developed on existing parkland at Broken Ground Park, and Contoocook River Park. There is opportunity for a rectangular sports field to be developed at Terrill Park, and Martin Park is developed to its full capacity.
- When land is acquired for access from East Concord into Broken Ground Park, it should be improved in coordination with the Concord School District depending on the Districts plans for school expansion on the adjacent property.
- When additional land is made available for other neighborhood parks, then facility development should be distributed throughout these new parks in accordance with park plans.

d. Management of Parks

- Open space areas outside the Urban Growth Boundary, that have been designated as parks, such as Lehtinen Park, should be officially re-designated as open space and the management responsibility transferred to the Conservation Commission.
- Parks within or adjacent to the Urban Growth Boundary, that have been designated as open space, such as Contoocook River Park, should be officially re-designated as parks and the management responsibility transferred to the Recreation and General Services Departments.

G. SUPPORTING STUDIES

Bicentennial Square Renovations Report and Recommendations, Groundwork Concord, February 2004.

City of Concord Park Improvement Master Plans-Garrison Park, Merrill Park, Rollins Park, White Park, Copley Wolff Design Group, May 2005.

Community Facilities Plan, A Master Plan Report, City of Concord, New Hampshire, Edwards and Kelcey, Inc., May 1965.

Concord Master Plan Community Survey, prepared by The NorthMark Group, 2004.

Growth and Change: An Analysis of Concord, NH, prepared by Planning Decisions Inc., 2004.

Heights Community Center Study Final Report, Groundwork Concord, Inc., not dated.

Kimball Park Proposed Improvement Plan, Groundwork Concord, September, 2004.

Master Recreation Plan for the Year 2000 and Beyond: City of Concord, prepared by the Thoreson Group Planning Consultants, June 1990 (never adopted).

Recreation 1990: A Plan for Community Recreation, City of Concord, A Master Plan Report, City Planning Board, 1971.